



## Research Report

# IMPACT OF COVID-19 PANDEMIC ON CIVIL SOCIETY ORGANISATIONS IN CAMEROON

Research commissioned by:  
West Africa Civil Society Institute (WACSI)

with support from:  
Wilde Ganzen Foundation

# Impact of COVID-19 Pandemic on Civil Society Organisations in Cameroon

## Researcher:

Dr. Odette Dzemo Kibu

## Editorial Team:

Nana Asantewa Afadzinu

Emmanuel Kumi (Ph.D)

Nancy Kankam Kusi

Charles Kojo VanDyck

Lisa Emefa Sengretsi

Jimm Chick Fomunjong

**Designed by:** Michael Kumordzi Tetteh

**Copyright WACSI 2021**

All rights reserved. No part of this publication may be used or reproduced in any manner without written permission of the Institute except in the case of brief quotations embodied in critical articles and reviews.

## Disclaimer:

WACSI accepts no responsibility for suitability of any materials submitted by the contributors of this publication. WACSI assumes no responsibility or liability for errors or inaccuracies. The author accepts all responsibility for opinions expressed. Use of this research report constitutes acceptance and understanding of these disclaimers.

**For more information, write to:**

**West Africa Civil Society Institute (WACSI)**

**P.O. Box AT1956 Achimota**

**Accra, Ghana**

**Email: [info@wacsi.org](mailto:info@wacsi.org)**

**Tel: (+233) 303937264**

**Cite as: WACSI (2021). Impact of COVID-19 Pandemic on Civil Society Organisations in Cameroon, West Africa Civil Society Institute, Accra, Ghana.**

## ABOUT PARTNERS

### West Africa Civil Society Institute

The West Africa Civil Society Institute (WACSI) was set up by the Open Society Initiative for West Africa (OSIWA) in 2005 to strengthen the institutional and operational capacities of civil society in the West Africa based on critical needs assessments and consultations with key civil society constituents and policy makers.

WACSI's institutional strengthening approach has evolved and integrates the varying experiences of working with civil society organisations (CSOs) and development agencies. It is designed to assist an organisation and institution to engage in a process of assessments, reflection, and improvement, which is aimed at enhancing performance and the achievement of set targets.

[www.wacsi.org](http://www.wacsi.org)

### Vision

A peaceful and prosperous West Africa where development is driven by its people.

### Mission

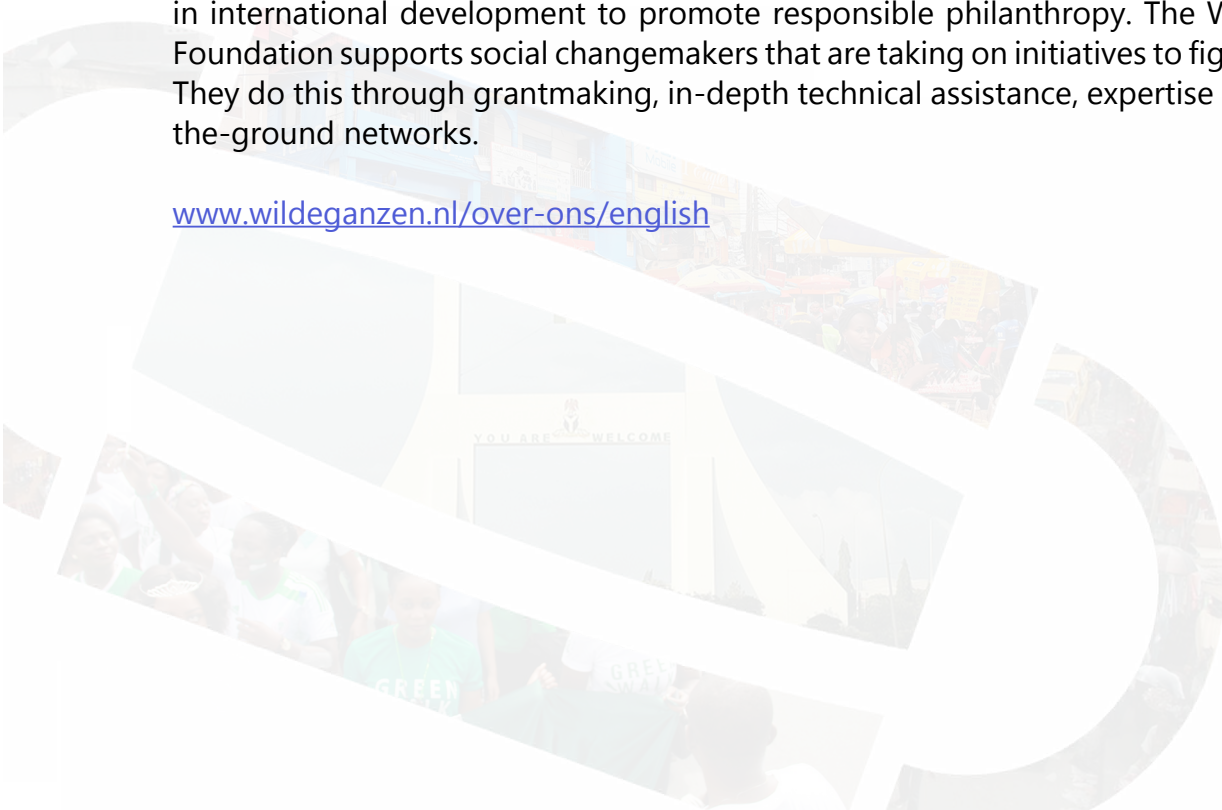
We strengthen civil society in West Africa to be responsive, collaborative, representative, resilient, and influential through knowledge sharing, learning, connecting and influencing.

### Wilde Ganzen Foundation

The Wilde Ganzen Foundation is a Dutch NGO, founded in 1957 with a mission to reduce poverty and inequality through community-led initiatives. It supports community-based organisations in the Global South and their Dutch fundraising partners in joint efforts to achieve a better future because it believes communities should have control over their own development.

The Wilde Ganzen Foundation utilises more than 60 years of operational experience in international development to promote responsible philanthropy. The Wilde Ganzen Foundation supports social changemakers that are taking on initiatives to fight inequality. They do this through grantmaking, in-depth technical assistance, expertise and their on-the-ground networks.

[www.wildeganzen.nl/over-ons/english](http://www.wildeganzen.nl/over-ons/english)



## ACKNOWLEDGEMENT

This study was commissioned by the West Africa Civil Society Institute (WACSI) with support from Wilde Ganzen Foundation. It sought to understand the extent to which COVID-19 has impacted civil society organisations (CSOs) and provide knowledge-based findings to inform strategies for addressing the ruinous impact of COVID-19 on CSOs in Cameroon.

The Institute extends sincere gratitude to Dr. Odette Dzemo Kibu, Nkafu Policy Institute and PhD holder in Public Health at the University of Buea, for leading on this research in Cameroon.

We also want to commend WACSI's team led by Jimm Chick Fomunjong, Christian Cedric Elongue, Charles Kojo VanDyck, Franck Sombo, Nancy Kankam Kusi, Sunday Jean Claude Kadi, Yse Auque-Pallez and Leandre Banon for their dedicated efforts to ensure that this research is completed. The Institute also extends its appreciation to Dr Emmanuel Kumi for his suggestions and inputs in editing and reviewing this report.

This research would not have been possible without the civil society organisations who completed the questionnaire and participated in the focus group discussion and expert interviews. The Institute appreciates the time, effort and valuable information these organisations shared to make this research successful.

Our final gratitude goes to the team that worked closely with the researcher to ensure that such comprehensive research is done.





# TABLE OF CONTENTS

<b>ACKNOWLEDGEMENT</b>	<b>i</b>
<b>LIST OF TABLES</b>	<b>iii</b>
<b>LIST OF FIGURES</b>	<b>iii</b>
<b>LIST OF ABBREVIATIONS</b>	<b>iv</b>
 <b>EXECUTIVE SUMMARY</b>	 <b>1</b>
 <b>1.0 INTRODUCTION</b>	
1.1 Background of the Study	3
1.2 Research Questions	4
1.3 Research Methodology	4
1.4 Outline of the Report	4
 <b>2.0 LITERATURE REVIEW: CONTEXTUAL INFORMATION</b>	
2.1 Overview of the Civil Society Sector in Cameroon	6
2.2 Brief Overview of the COVID-19 Pandemic (Global Outlook, National Outlook)	6
2.2.1 Global Outlook	6
2.2.2 National Outlook	6
2.2.2.1 The response to the COVID-19 pandemic in Cameroon	7
2.2.2.2 Challenges in Responding to the COVID-19 in Cameroon	8
2.2.2.3 Impact of COVID in Cameroon	8
2.3 CSOs' Role and Contributions in the Fight Against the COVID-19 Pandemic	9
2.3.1 Creating Awareness and Sensitisation	9
2.3.2 Humanitarian Actions and Donations	10
2.3.3 CSOs' Work Amidst the Pandemic	10
2.4 Impact of COVID-19 on CSOs	11
2.5 Civil Society Organisations' Strategies for Managing Sustainability Challenges Amidst COVID-19	12
2.6 Conclusion	12
 <b>3.0 RESEARCH METHODOLOGY</b>	
3.1 Research Design	14
3.1.1 Quantitative Study Design	14
3.1.2 Qualitative Study Design	14
3.2 Data Collection Instruments	14
3.3 Data Analysis	14
 <b>4.0 KEY RESEARCH FINDINGS</b>	
4.1 Overview / Landscape of CSOs Surveyed	16
4.2 Impact of the COVID-19 on CSOs	17
4.2.1 Impact of the COVID-19 on the Operations and Programmes of CSOs	17
4.2.2 Impact of the COVID-19 on Funding, Domestic Resource Mobilisation and Sustainability	20
4.2.3 Impact of the COVID-19 on CSOs' Donor-Relations	21
4.2.4 Impact of the COVID-19 on CSOs' Role and Relationship with Stakeholders	21
4.3 CSOs' Responses and Strategies to COVID-19 to Ensure their Survival and Sustainability	23
4.3.1 Strategies for Mitigating the Effects of COVID-19 on Operations and Programmes	23
4.3.2 Strategies for Mitigating the Effects of COVID-19 on funding	23
4.3.3 Strategies for Mitigating the Effects on Donor Relations	24
4.3.4 Strategies for Mitigating the Effects on CSOs' Role and Relationship with Stakeholders	24
4.3.5 Lessons Learnt from the Adaptation Strategies and Opportunities for CSOs	24
4.4 CSOs' Perception on Challenges and Opportunities Amidst the COVID-19 Pandemic	24
 <b>5.0 CONCLUSIONS AND RECOMMENDATIONS</b>	
5.1 Summary of the Key Research Findings	26
5.2 Implications of the Research Findings for Policy and Practice	27
5.3 CSOs' View on Support Needed from Donors (Bilateral and Multilateral), National Governments, INGOs, Corporate Organisations and Peer CSOs	27
 <b>REFERENCES</b>	 <b>28</b>

## LIST OF TABLE

<b>Table 1:</b>	Types of CSOs in Cameroon	16
<b>Table 2:</b>	Main thematic areas of the CSOs	17
<b>Table 3:</b>	Impact of COVID-19 pandemic CSOs funding	21
<b>Table 4:</b>	Duration CSOs can sustain operations and programmes with existing resources	21

## LIST OF FIGURES

<b>Figure 1:</b>	Existence of CSOs	16
<b>Figure 2:</b>	Geographical location of sampled CSOs in Cameroon	17
<b>Figure 3:</b>	Impact of COVID on CSOs' operations and programmes between 1- 3 Months	18
<b>Figure 4:</b>	Impact of COVID-19 on the operations of CSOs in the next 6-12 months	18
<b>Figure 5:</b>	Annual budget of CSOs Surveyed in Cameroon	20
<b>Figure 6:</b>	Number of CSOs receiving funds and grants	20
<b>Figure 7:</b>	Number of CSOs who have raised domestic funds	21
<b>Figure 8:</b>	Perception of CSOs on the mobilisation of domestic resources in mitigating the negative impact of COVID-19 on the sustainability	21
<b>Figure 9:</b>	Communication between Funders and CSOs on Change in funding priorities	22
<b>Figure 10:</b>	Perception of CSOs about funders changing their priorities	22
<b>Figure 11:</b>	Flexibility of funders	22
<b>Figure 12:</b>	Collaboration with other CSOs to fight COVID-19	22
<b>Figure 13:</b>	Perception of CSOs on the sustainability of projects intended for beneficiaries	23

## LIST OF ABBREVIATIONS

<b>CSOs</b>	Civil Society Organisations
<b>CBOs</b>	Community Based Organisation
<b>COVID</b>	Corona Virus Disease
<b>FGD</b>	Focus Group Discussion
<b>IDI</b>	In-Depth Interview
<b>NGOs</b>	Non-Governmental Organisations
<b>SM</b>	Social Movement
<b>SPSS</b>	Statistical Package for Social Sciences
<b>WACSI</b>	West Africa Civil Society Institute
<b>WHO</b>	World Health Organization

---

### PHOTO CREDITS

- Page 1:** Image from <https://www.voanews.com/>
- Page 3:** Image from <https://www.crtv.cm/>
- Page 4:** Image from <https://www.gga.org>
- Page 6:** Image by Jesuit Refugee Service International via flickr.com
- Page 7:** Image by Emerencia Mbounda/IITA via flickr.com
- Page 8:** Image by Colette Nzogang via flickr.com
- Page 10:** Image from <https://www.crtv.cm/>
- Page 11:** Image by Emerencia Mbounda/IITA via flickr.com
- Page 14:** Image by Sealand Support via flickr.com
- Page 16:** Image by Emerencia Mbounda/IITA via flickr.com
- Page 24:** Image from <https://afwa-hq.org/>
- Page 26:** Image by Anna Shvets from Pexels
- Page 27:** Image by Getty Image via <https://www.dw.com/>
- Page 5,15:** Image by Jakayla Toney on Unsplash
- Page 2,13,25:** Image from pixabay





## EXECUTIVE SUMMARY

The COVID-19 pandemic and its spread in Cameroon poses a significant threat to the population and diverse sectors of the society. The civil society sector seems to be greatly hit in terms of their operations, programmes and relationships with donors. For this reason, this study was commissioned to assess and document the impact of the COVID-19 pandemic on civil society organisations' (CSOs') operations and programmes in Cameroon.

A mixed study design (quantitative and qualitative) was used to collect data from 36 CSOs in Cameroon. A survey questionnaire was administered via SurveyMonkey. In the same vein, a focus group discussion (FGD) and expert interviews were also carried out with five CSO representatives to investigate and understand the impact of the COVID-19 pandemic on civil society's resilience and operations in the country.

Results from this study show that a majority 30 (83.3%) of the sampled CSOs particularly NGOs (60%) and CBOs (30%) had to close down their offices because of the COVID-19 pandemic. The results further show that only few CSOs 11 (30.6%) had a policy of working remotely from their homes. In terms of organisation's preparedness for staff working remotely amidst the COVID-19 pandemic, out the 36 CSOs surveyed, 19 (52.7%) of them were not prepared for such a policy to be implemented.

There is a marked difference and possible increase on the impact of the pandemic between the next 6 – 12 months. One of such is the case of loss of funding. COVID-19

has greatly affected the CSO-donor relationships. For instance, some donors have changed their priorities and are now supporting COVID-19 related programmes that were not part of their activities at the beginning of the year. Other donors have ceased their projects with CSOs mainly due to the COVID-19 pandemic. To sustain their activities, some CSOs have tended to source for funds from donors that are interested in COVID-19 related activities, raise domestic funds, and also some had to reduce support offered to their beneficiaries. Thirty-two (88.9%) CSOs agreed to work with other CSOs while some are involved in COVID-19 related activities such as the production and distribution of hand sanitisers, face masks and sensitisation as a means to continue their activities.

The COVID-19 pandemic has greatly affected the operations of CSOs in Cameroon. It is therefore important for CSOs to work collaboratively during this period of the pandemic to look for better ways of operating. Also, it is imperative for the government and other international non-governmental organisations (INGOs) to provide the necessary financial support that can help these organisations carry out their programmes and operations effectively. The outbreak of the pandemic has increased society's reliance on technology. It has come to raise the importance of digital technology in the operations and development of contemporary society. Therefore, the digital infrastructure of CSOs should be improved upon in Cameroon.





## INTRODUCTION





## 1.1 Background of the Study

The coronavirus disease (COVID-19) continues to take a toll on most economies on the African continent including Cameroon. In June 2020, more than 20,000 cases had been reported across Africa (Africa, CDC, 2020). With over a thousand cases reported in June 2020 in Cameroon (Worldometer, 2020), Cameroonians are still grappling with the fear of an increase in the number of infections in the days ahead, given the non-compliance to the measures prescribed by both the World Health Organization (WHO) and the government.

The outbreak and continuous increase in the number of affected cases have greatly disturbed and distorted the activities of so many sectors of the economy. The COVID-19 pandemic and its spread in Cameroon pose a significant threat to the population and especially to the civil society sector which seems to be greatly hit. However, some civil society organisations (CSOs) and actors in the country have been adapting to these challenges and are seeking other ways to carry out their operations. Others have been making strides in activities that can help in addressing the impact of COVID-19 pandemic on vulnerable groups and their resilience has so far been applauded by many.

To curb the spread of the virus, many countries have imposed national lockdowns and border closures. In the Democratic Republic of Congo, the government instituted a 30-day lockdown and curfew after the confirmation of the first 15 cases (Africa News, 2020). Similarly, the government of Nigeria, on 23 March 2020, instituted a ban on gatherings of more than 50 people indefinitely and the closure of all borders due to the rapid spread of the virus (Proshare, 2020). As part of measures to contain the virus, health institutions are advocating for the respect of physical distancing protocols. They are also campaigning aggressively for proper and frequent hand washing. While many of the public health recommendations to combat COVID-19 seem appropriate for western economies, it is not clear whether these, especially social distancing protocols, are appropriate and/or feasible in Cameroon or other low-income countries. This is largely attributed to the close social networks and cultural beliefs of Cameroonians.

The respect of social distancing protocols has greatly disturbed and distorted the activities of so many sectors of the economy. Some CSOs in the country have adopted the work from home policy while others are still struggling to cope with work from their offices. Most CSOs' activities have been halted and alternative measures adopted in performing their jobs.

Due to the several challenges facing the economy and the laxity with which Cameroonians treat the existence of the pandemic, some civil society activists are advocating for the Ministry of Public Health to take more aggressive measures in fighting the pandemic and ensure a safe return to normalcy. The major challenge is that the Cameroon health system, like most in Africa, has considerable difficulties coping with a challenge of this magnitude. The country has less than 500 critical beds with limited human or fiscal capacity for expansion to deal with the observed 5% of COVID-19 patients who present severe manifestations of the disease (Nkafu Policy Institute, 2020). Health care settings may become overcrowded with cases of COVID-19 associated with high levels of hospitalisations and deaths. This is why the only hope for the country is an aggressive prevention strategy.



It is important to note that the involvement of CSOs is indispensable in performing humanitarian and developmental actions in a society. However, they are often faced with a lot of challenges. Thus, to effectively respond to the COVID-19 pandemic it is very crucial to involve CSOs in the fight. Nevertheless, CSOs are also confronted by the negative impact of the pandemic like any other sector. It is against this backdrop that this research seeks to assess the impact of the COVID-19 pandemic on CSOs' operations, programmes and sustainability in Cameroon.

### 1.2 Research Questions

This study is guided by the following research questions:

- What is the impact of the COVID-19 pandemic on CSO's operations and programmes in Cameroon?
- What is the impact of the COVID-19 on funding, domestic resource mobilisation and sustainability of CSOs?
- How has COVID-19 affected CSOs' donor relations?
- What is the impact of the COVID-19 pandemic on CSOs' role and relationship with stakeholders?
- What strategies have been put in place by CSOs to ensure the survival and sustainability of their programmes?

### 1.3 Research Methodology

To assess the impact of the COVID-19 pandemic on CSOs' operations and programmes, a quantitative and qualitative research design was used. The quantitative phase of the research involved the administration and analysis of a survey with 36 CSOs in Cameroon while the qualitative study involved the use of focus group discussions (FGDs) and in-depth interviews among CSOs. This project began with the collection of information on the operations and programmes of CSOs in the country and how these have been affected by COVID-19. This was done via a desk review and the distribution of an online questionnaire using SurveyMonkey. This activity was carried out in close collaboration with WACSI's team to ensure a massive distribution of the questionnaires to CSOs in Cameroon.

A total of 36 CSOs were identified for their participation in the online survey. For the qualitative research, out of the 36 CSOs that participated in the online survey, 18 were invited to participate in an online FGD on the impact of the COVID-19 on their operations and programmes through



the Zoom platform. This selection was made based on the geographical location of these CSOs. In-depth interviews (IDIs) with key informants were carried out with 3 experts from diverse CSOs in the country to have a better understanding of the impact of the COVID-19 pandemic on their operations and programmes. This selection was made based on their expertise and vast experience in the civil society sector. The quantitative data was later analysed using Statistical Package for Social Sciences (SPSS) version 21 while the qualitative data was analysed thematically.

### 1.4 Outline of the Report

The report contains five sections. Section one contains the background and objectives of the study. Section two presents the literature review followed by the methodology in section three. Section four presents the key research findings followed by the results summary. Conclusions and recommendations are presented in section five.



## 2.0 LITERATURE REVIEW: CONTEXTUAL INFORMATION







## 2.1 Overview of the Civil Society Sector in Cameroon

CSOs are non-state, not-for-profit, voluntary entities formed by people in the social sphere that are separate from the state and the market (Salamon et al., 2017). The Cameroonian civil society sector is made up of both international and national CSOs that are actively operating in thematic areas such as human rights, poverty alleviation, environmental conservation and health. Cameroon's rich biodiversity attracts the involvement of many internationally funded environmental non-governmental organisations (NGOs). The African Mangrove Network, Cameroon Environmental Watch, Living Earth Foundation, and the World Parrot Trust all actively take part in a wide variety of conservation efforts.

NGOs/CSOs are registered by the Government of Cameroon under the Law on Freedom of Association (Law No. 90/053 of 19 December 1990) or/and the Law Relating to Co-operative Societies and Common Initiative Groups (Law No 92/006 of 14 August 1992). The trade unions in Cameroon are key in influencing commercial practices and aiding the nation's workforce. Until 1995, the sole trade union in Cameroon was the National Union of Cameroon Workers (UNTC). Individual trade unions join together under the Federation of the Trade Unions of Cameroon to promote unity and attain common goals (Commonwealth of Nations, 2020).

The economic and political performance of Cameroon during the past two decades has been generally poor (Forje, 1999), hence affecting the growth of CSOs in the country. Per capita food production has been extremely discouraging even though Cameroon remains the breadbasket for countries within the Central African sub region. Poverty is on the increase as classified following the 1999 United Nations Development Programme (UNDP), report for Cameroon. Recent statistics reveal a 37.5% poverty level in the country (NIS, 2014). Corruption and mismanagement are on the increase with Cameroon classified as one of the most corrupt nations in the world

according to the Transparency International (2019) Corruption Perception Index. The country's human rights record is deplorable, and its transition towards genuine democratisation seems bleak. Following the second wave of political changes blowing across the continent and the rest of the developing world, Cameroon's socio-political image is not perceived to be progressive. Civic associations are sometimes viewed by the state as enemies whereas state and civic associations should be treated as complementary bodies and partners in the development process. They should not be apart but part of the common struggle for the socio-economic and technological transformation of the society (Forje, 2006).

### 2.2 Brief Overview of the COVID-19 Pandemic (Global Outlook, National Outlook)

#### 2.2.1 Global outlook

The emergence of the COVID-19 in Hubei province of China in December 2019 led to the outbreak of the disease worldwide. As of 10 July 2020, the outbreak of the coronavirus disease (COVID-19) had been confirmed in around 210 countries or territories (WHO, 2020). The virus had infected more than 12 million people worldwide, and the number of deaths had totalled 835,639 (as of 31 August 2020). The most severely affected countries include the United States of America, Brazil, and Mexico (Statista.com, 2020).

#### 2.2.2 National outlook

Cameroon recorded its first case of the corona virus on 6 March 2020. Since then, the number of cases has been rising exponentially to 12,825 confirmed cases, 7,774 recoveries and 331 deaths throughout the 10 regions of the country as of 25 June 2020 (UNICEF., 2020). Cameroon is the most affected country in the Central African Region (CEMAC). The country is one of the most badly affected countries by the corona virus in Sub-Saharan Africa, with rising rates of infections (Amindeh, 2020).



### 2.2.2.1 The Response to the COVID-19 Pandemic in Cameroon

Cameroon has not been spared by the COVID-19 pandemic. After the emergence of some few cases in Cameroon, the government moved swiftly on 17 March 2020 to implement a prevention and response plan comprising **13 measures** aimed at stemming the spread of the virus (PMO, 2020). These are as follows:

1. *Cameroon's land, air and sea borders will be closed: consequently, all passenger flights from abroad will be suspended, with the exception of cargo flights and vessels transporting consumer products and essential goods and materials, whose stopover times will be limited and supervised. Cameroonians who wish to come back home should contact our diplomatic representations.*
2. *The issuance of entry visas to Cameroon at the various airports shall be suspended.*
3. *All public and private training establishments of the various levels of education, from nursery school to higher education, including vocational training centres and professional schools, will be closed.*
4. *Gatherings of more than fifty (50) persons are prohibited throughout the national territory.*
5. *School and university competitions, like the FENASSCO and University games are postponed.*
6. *Under the supervision of administrative authorities, bars, restaurants and entertainment spots will be systematically closed from 6 p.m.*
7. *A system for regulating consumer flows will be set up in markets and shopping centres.*
8. *Urban and inter-urban travel should only be undertaken in cases of extreme necessity.*
9. *Drivers of buses, taxis and motorbikes are urged to avoid overloading: law enforcement officers will ensure they comply.*
10. *Private health facilities, hotels and other lodging facilities, vehicles and specific equipment necessary for the implementation of the COVID-19 pandemic response plan in Cameroon may be requisitioned as required, by competent authorities.*

11. *Public administrations shall give preference to electronic communications and digital tools for meetings likely to bring together more than ten (10) people.*
12. *Missions abroad of members of Government and public and para-public sector employees are hereby suspended.*
13. *The public is urged to strictly observe the hygiene measures recommended by the World Health Organization, including regular hand washing with soap, avoiding close contact such as shaking hands or hugging, and covering the mouth when sneezing.*

After implementing these measures for a while, the government further tightened the measures by instituting **7 Other Measures;**

1. *The general wearing of masks from Monday 13 April 2020 in all spaces open to the public. The Minister of Industry has been instructed to publish the technical standard for the mass production of these masks locally.*





2. *The local production of medicines, protective masks and hand sanitisers by competent national institutions under the supervision of the Minister of Scientific Research, in collaboration with the Ministry of Public Health.*
3. *The establishment of specialised treatment centres for COVID-19 patients in all regional capitals following the field hospital model to receive patients in case of a peak of the pandemic and to allow hospitals to operate normally.*
4. *Intensification of the COVID-19 screening campaign, with the collaboration of Centre Pasteur and its branches as well as other relevant health institutions. Emphases will be laid on already identified affected areas.*
5. *Intensification of the awareness-raising campaigns in urban and rural areas both in the two official languages and in local languages through complementary channels of communication to be defined by the Minister of Communication with the support of administrative, municipal, traditional and religious authorities.*
6. *The continuation of activities essential to the economy in strict compliance with the directives of 17 March and the measures recommended by the World Health Organization to prevent the spread of the disease.*
7. *The systematic sanctioning of any breach of the restriction and confinement imposed on persons at risk.*

The fight against the pandemic in Cameroon has not been the sole responsibility of the government. United Nations (UN) agencies and NGOs operating in-country have intensified their efforts to support the government. These organisations have been involved in multi-faceted initiatives including the provision of essential supplies, logistics, and transport, human resources expertise, or prevention activities (OCHA, 2020).

### **2.2.2.2 Challenges in responding to the COVID-19 in Cameroon**

Despite early measures taken by the Government to isolate initial cases, increase testing and contact tracing, community transmission has taken a toll. However, limited access to testing services across the national territory makes it difficult to know the extent of transmission.



The country's response has faced significant constraints, including the inability to scale up testing and expand contact tracing and the provision of intensive care unit/ventilation support for the seriously ill, and provide adequate personal protective equipment for medical staff. The rapid implementation of community education programmes, emphasising hand hygiene and social distancing, is an ongoing challenge, especially in poor, often overcrowded, urban areas (UNAIDS, 2020). This is indeed a major challenge in Cameroon as there is a lack of consistent water supply in many urban and rural communities. The use of hand sanitisers is not an affordable option for most people. Similarly, physical distancing and self-isolation are remote, often unrealistic options for communities where large numbers of people, as a rule, share common spaces in their home and community environments (Amassari, 2020).

### **2.2.2.3 Impact of COVID in Cameroon**

The COVID-19 pandemic has not only affected the health sector, but it has also taken a toll on several sectors in the country. The socio-economic impacts of the pandemic are enormous. A report from the United Nations Development Programme (UNDP) from April to May 2020 shows that overall, 82.6% of business leaders reported experiencing a drop-in production (OCHA, 2020). However, this situation

is more pronounced in the formal sector enterprises than in the informal sector. In terms of impact, almost half of the negatively affected companies reported that they have recorded a drop of more than 50% in their production. Regarding the impact of this pandemic on households, findings of the analysis highlight that 62.7% of the household are experiencing a deterioration in their standard of living. Although most of the individuals surveyed have not lost their jobs, many are experiencing a critical slowdown of their activity (74%) and a dramatic drop in their incomes (65%) (OCHA, 2020).

## **2.3 CSOs' Role and Contributions in the Fight against the COVID-19 Pandemic**

As the number of cases of the COVID-19 pandemic continues to rise in the country, all hands are on deck to support the government in the fight against the virus. Medical units, CSOs, government agencies, private sector, youth groups, and individuals around the world are coming together with various ideas and actions to stop the spread of this virus and save mankind.

CSOs are working very hard to provide solutions and address the socio-economic impact of the pandemic. It is quite interesting to see that most of these CSOs that are leading the efforts to help curb this virus and also stepping up to help their communities are led by the youth. With so much energy, creativity, and innovations, different stakeholders have been actively engaged in the fight against this pandemic. Others have been highly involved in community sensitisation programmes aimed at creating awareness on the dangers of the virus. Through individual acts and collective action, CSOs and other stakeholders are acting on an unprecedented scale. These organisations are mobilising communities/individuals to protect themselves and supporting governments and health workers together.

### **2.3.1 Creating Awareness and Sensitisation**

In Cameroon, SisterSpeak237 in partnership with the Arise For Africa Foundation has been actively engaged in supporting people living with disabilities during this period of the COVID-19 pandemic in the Yaoundé V neighbourhood (JournalduCameroun, 2020). These vulnerable groups were provided with some hand sanitizers, protective masks, and sensitised on the necessity of frequent hand washing as a means to curb the spread of the virus. In the same vein, Sisterspeak237 also donated some personal protective equipment to the Bamenda regional hospital in the North West Region of Cameroon (TimesNews2, 2020). Together

with Bobo Leenox Arts, they carried out a sensitisation and awareness raising campaign on COVID-19 along the commercial avenue and some major streets of the North West region.

The coordinator of Local Youth Corner (LYC) has launched the "One Person, One Sanitiser" operation to prevent the spread of coronavirus, especially among the poor (Obonyo, 2020). The organisation is working with young people to produce and distribute free, homemade hand sanitisers using World Health Organisation standards. LYC has teamed up with people of goodwill, the coalition of youth civil society organisations, medical doctors, pharmacists, and a laboratory scientist.

The Center for Human Rights and Democracy in Africa (CHRDA) also joined "Teen Alive", "Colors of Roses Foundation" and Integrated Health Centre Great Soppo, in Buea-Southwest Region Cameroon to engage and educate women on sanitation as its contribution (humanitarian response) to fight against the spread of COVID-19 (CHRDA, 2020a). The sensitisation campaign was more focused on how and when to use hand sanitisers, face masks, and what to do when you have symptoms of fever, cough, short breath, or suspected case of COVID-19. CHRDA also supported some cultural associations in the North West Region of the country in carrying out sensitisation talks and raising awareness against the pandemic.

Value Health Africa has since the outbreak of the virus been actively engaged in several awareness raising and sensitisation campaigns. They have also been involved in carrying out capacity building workshops for media practitioners, community leaders, and health workers, distribution of hand washing supplies, and face masks across different regions in the country (ValueHealthAfrica, 2020).

The Nkafu Policy Institute of the Denis and Lenora Foretia Foundation carried out an awareness raising and sensitisation campaign on measures to prevent the corona virus around the Simbock neighborhood of Yaoundé.

The Survie Cameroun Initiative on its part has been engaged in the distribution of face masks and other protective materials to combat the pandemic. However, this has been short-lived because the government of Cameroon frowned at such an initiative coming from its main opposition leader (DailyNews, 2020).





### 2.3.2 Humanitarian Actions and Donations

The Center for Human Rights and Democracy in Africa (CHRDA) donated more than 5000 reusable face masks, hand wash buckets, and detergents to some marginalised and vulnerable populations in the South West Region of Cameroon (CHRDA, 2020b).

The Hope for Needy Association, Cameroon trained some internally displaced women and girls from several regions of Cameroon on several skills like the production of reusable sanitary pads, beaded sandals, and soap to equip them to be fighters against the COVID-19 pandemic (Loh, 2020).

As part of its corporate social responsibility, the Dangote cement factory donated personal protective equipment worth over 100million francs to the country's Minister of Public Health to support frontline workers in the fight against the pandemic (Nairametrics, 2020). Similar donations were also received from other corporate bodies and high net-worth Cameroonians like Baba Danpullo (Business in Cameroon, 2020), among others. According to a press release issued by the Ministry of Public Health on 5 August 2020, an amount of two billion two hundred and forty-six million, nine hundred and sixteen thousand, two hundred and eighty -seven (2,246,916,287) francs CFA had been donated by individual donors and corporate bodies to the Ministry of Public Health in Cameroon. Additionally, significant quantities of personal protective equipment and health supplements were also donated to the Ministry of Public Health by corporate bodies.

### 2.3.3 CSOs' Work Amidst the Pandemic

While most CSOs in the country have adopted a work-from-home approach, others are actively carrying out their activities amid the pandemic. This is however being carried out under strict adherence to the measures put in place by the government and the World Health Organization. In September 2020, the Network for Solidarity Empowerment and Transformation for All (NewSETA), a Cameroonian CSO based in Yaounde implemented its Cultural Blend Festival which brought together over 100 youths from across the national territory. Mother of Hope Cameroon has been implementing its humanitarian campaigns to sensitise girls on basic hygiene and sanitisation. SOPISDEW Cameroon has also been carrying out their activities, mostly educational and peace building activities during this period of the pandemic.

The Hope for the Needy Association Cameroon (HOFNA) has during this period of the pandemic remained resilient in carrying out various activities and programmes to assist women and girls who have been affected by the ongoing Anglophone crisis in Cameroon. In June 2020, HOFNA collaborated with the Mombo council in the Littoral region to organise a capacity building programme, to build income-generating skills of some 20 internally displaced young women. They also carried out an awareness raising campaign on gender-based violence in the same locality that witnessed the participation of some 80 Community leaders. Noteworthy is the fact that the Littoral region of Cameroon has one of the highest numbers of infected COVID-19 cases. According to information gathered



from the association's Facebook page, all activities and programmes are carried out under strict respect for basic hygiene and other measures aimed at curbing the spread of the virus (hofna, 2020).

## 2.4 Impact of COVID-19 on CSOs

The influence of COVID-19 on CSOs is, to the best of our knowledge, negative in the majority of studies covered (Zilincikova, 2020). This section therefore presents a non-exhaustive synthesis of the studies both at the international and Africa's levels. At the international level, several reports have attempted to evaluate the impact of the coronavirus pandemic on CSOs (see for example, Balkan Civil Society Development Network, 2020; Epic Africa., 2020).

A 2020 survey was conducted by UN-Women on 100 women CSOs in the Association of Southeast Asian Nations (ASEAN) to assess the impact of COVID-19 on their work and the challenges faced. The survey revealed the following: 48% were somewhat negatively affected while 23% were negatively affected; 71% continued to provide services for women but partially while 12% completely suspended the provision of services for women; 61% reported that the pandemic influenced the provision of services such as justice/legal services (UN Women, 2020).

Brechenmacher, Carothers, and Youngs (2020) studied CSOs' activities in the context of the pandemic. According to the authors, the pandemic's influence on CSOs' activities and activism was different across contexts. However, based on the author's analysis, five activities stood out. They included;

- i. New mutual aid activities (raising money for emergency relief or delivering aid to people without social protection),
- ii. Repurposing (partnering with government authorities or stepping in to fill gaps left by the state),
- iii. Fighting disinformation (counter the trend of false narratives on COVID-19),
- iv. New advocacy roles and tactics (monitoring and denouncing cases of abuse of power), and
- v. Shifts in protest activities (abandon of street mobilisation).

At Africa's level, two studies offer some insights into the influence of COVID-19 on CSOs. First, LINC (2020) surveyed 125 CSOs from 14 low and middle-income countries across 4 regions (Latin America and the Caribbean, Africa, Europe, Asia) to understand how the corona virus outbreak is affecting their staff and ongoing operations and their respective communities. All the surveyed CSOs reported that the coronavirus pandemic has negatively affected their operations, funding, and activities. As regards operations, CSOs were unable to complete the necessary reporting because government offices were closed on one hand. On the other hand, they said the corona virus pandemic led to the low morale of staff and emotional trauma. In terms of activities, CSOs reported that they were forced to cancel volunteer activities, programmes, training, and events. Finally, as regards their funding, the surveyed CSOs mentioned that they cancelled fundraising campaigns, lost revenues, and experienced delays in funding and donations 13% of the CSOs reported that without additional funding, they will have to close operations within a month.

Second, African NGO and EPIC-Africa surveyed 1015 CSOs from 44 African countries to evaluate the impact of COVID-19 on African CSOs. The findings revealed the following: 98% reported that the corona virus pandemic influenced and disrupted their operations; 55.69% experienced a loss of funding and because of the loss of funding, 49.87% already introduced measures to reduce costs; 69.34% reduced or cancelled their operations while 79.35% could no longer practice face-to-face community interactions.



Based on this background, we observe that no study has been carried out uniquely for CSOs in West Africa and for those in Cameroon in particular. This study will therefore contribute to fill that gap in the existing literature.

## **2.5. Civil Society Organisations' Strategies for Managing Sustainability Challenges amidst COVID-19**

Given the above negative impacts of the coronavirus pandemic, CSOs have (are) designed (designing) strategies for managing their sustainability challenges amidst COVID-19. At the international level, the survey conducted by UN-Women revealed that CSOs in the ASEAN countries adopted mitigating measures such as flexible working hours, restructuring of work plans, provision of remote support for women, re-allocation of budget, staffing restructuring while some took no measures (UN Women, 2020).

In the LINC (2020) survey, the main challenge CSOs were facing was that of financial resilience. Indeed, 13.4% of CSOs surveyed reported that due to financial challenges, they would close their operations within less than a month, 34.8% reported that they could close their operations within 1 to 3 months while 28.6% could close operations within 4 to 6 months. Only 23.2% reported that their financial resilience would support them to operate for 6 months or more.

To cope with this unprecedented situation, CSOs took and planned to take several actions including staff layoffs, close office, cancel services, miss payroll, or delay bills. As regards these actions, 32% of CSOs surveyed reported to have not yet taken any actions, 42% reported to have taken only one action while 25% have taken two (2) or more actions. These cutting-costs strategies were complemented by existing CSOs' services (19%) or new services (46%). In other words, 65% of CSOs surveyed provided a set of services to directly cope with the corona virus pandemic (LINC, 2020). These services include behaviour change communication to decrease transmission (37.1%), psychosocial support (23.8%), distribution of food and supplies (17.1%), support laid-off individuals to find income (10.5%), and support to COVID-19 health workers (5.7%).

Moreover, 46% used creative means to fund their response actions to COVID-19. For example, donations from the local communities, a partnership to provide combined services, new donors, and applications to calls of expression of interest were used (LINC, 2020).

In the recent survey by EPIC-Africa (2020), 77.97% of CSOs surveyed reported the devastating impact of COVID-19 on their sustainability. This is not surprising as the majority (84.48%) indicated that they were not prepared to address the disruptions caused by the coronavirus pandemic. The study further reveals that 84.77% of CSOs surveyed developed new programmes in their responses to COVID-19, and 71.94% self-funded the developed programmes. Such programmes included research on the coronavirus and its influence, coordination to facilitate effective CSOs' involvement in governments' response plans, and CSOs' emerging responses like distributing food or hygiene products, among others.

However, a positive perspective emerged from this report. Indeed, 77.22% of respondents acknowledged the critical role of CSOs in national responses to COVID-19. Besides, 68.08% felt that this involvement would improve the public appreciation for CSOs' work (EPIC Africa, 2020).

Overall, the coronavirus pandemic could offer a set of emerging opportunities to African CSOs including the re-orientation of their operations, an increase in domestic funding sources, digital transformation, improving power relations, strengthening advocacy, improving visibility, increasing relevance, and credibility and building sector solidarity (EPIC-Africa, 2020). CSOs can therefore seize these opportunities to rethink their roles and have a greater impact on Africa's communities.

## **2.6 Conclusion**

The coronavirus pandemic has not only affected the health sector. A review of existing studies on the impact of the outbreak reveals that CSOs were also affected. The effects range from operations, programmes, funding to sustainability. In Cameroon, CSOs have been involved in tackling the impact of the pandemic through various means including the creation of awareness and sensitisation programmes or via humanitarian actions and donations. However, based on the above literature review, there is no detailed or comprehensive information on the impact of the pandemic on CSOs in Cameroon. That is why this research is timely as it will provide empirical evidence on the impact of the COVID-19 pandemic on CSOs in Cameroon.





## 3.0 RESEARCH METHODOLOGY







### 3.1 Research Design

An explanatory sequential mixed methods design involving the use of quantitative and qualitative data was employed. As part of the research design, this study began with a quantitative data collection and analysis followed by that of the qualitative data. The findings of the quantitative phase of the research informed the design of the FGDs and in-depth qualitative interviews which constituted the second phase of the research.

#### 3.1.1 Quantitative Study Design

A cross-sectional study design was used to collect data from CSOs in Cameroon. This design was used to assess the impact of the COVID-19 pandemic on CSOs' operations and programmes, funding, relationship with their donors, domestic resource mobilisation and sustainability, as well as on their role and relationship with stakeholders. A total of 36 CSOs were recruited to participate in the study.

#### 3.1.2 Qualitative Study Design

The qualitative study design involved the use of FGDs and IDIs. This design was used in order to have a deeper understanding of the impact on COVID-19 pandemic on CSOs. CSOs that consented to participate in the study

were invited to attend FGDs and key informants identified from the FGDs were invited to take part in the IDIs. A total of 5 CSOs took part in the FGDs and CSOs representatives who showed a mastery of the subject of discussion were equally invited to take part in an in-depth interview to provide further clarification on the subject matter. A total of 3 CSOs were invited for these interviews.

### 3.2 Data Collection Instruments

For the quantitative study, a closed ended questionnaire was administered to the participants in June 2020. These questions were tailored to address issues related to the impact of COVID-19 on CSOs' operations and programmes, funding, domestic resource mobilisation and sustainability, donor-CSOs relations and CSOs' role and relationship with stakeholders. The questionnaires were administered online using SurveyMonkey. On the other hand, the qualitative study used FGD and IDI guides with open-ended questions which were focused on discussing how the pandemic has affected their mission, activities, funding, audience, and working relations with colleagues and donors, opportunities presented by the pandemic and lessons learnt. The content and structure of the FGD and IDI guides were largely informed by the trend observed in the data collated from the survey.

### 3.3 Data Analysis

All data collected through the online survey was exported into an excel sheet. All questionnaires were checked for unfilled, unanswered questions and multiple entries. Clean data was later on exported and analysed using the Statistical Package for Social Sciences (SPSS) version 21. The analysis of CSOs' demographics and outcome variables were summarised using descriptive summary measurement. Frequency tables and crosstabs were used to analyse the data.

For the qualitative data, all textual data were categorised into designated topics; thematic analysis was conducted by classifying all the FGDs and IDIs responses into specific themes. To support the responses observed, quotes were taken from the recorded materials. When a response was reported by 50% or more of the respondents, it was considered as consensus of opinion.



## 4.0 KEY FINDINGS







#### 4.1 Overview/Landscape of CSOs Surveyed

A total of 36 CSOs were recruited for this study. The results indicate that majority of the sampled CSOs 20 (55.6%) were NGOs followed by Community-based organisations 12 (33.3%) as shown in table 1. A greater proportion of CSOs that participated in this study in Cameroon are made up of NGOs.

Table 1: Types of CSOs in Cameroon

Description of the Organisation	Frequency	Percentage
Community-based organisation	12	33.3
Faith-based organisation	1	2.8
Non-governmental organisation	20	55.6
Other (please specify)	1	2.8
Social enterprise organisation	1	2.8
Social movement	1	2.8
<b>Total</b>	<b>36</b>	<b>100.0</b>

It is worth noting that majority 14 (38.9%) of the CSOs surveyed have been existing for less than 5 years (figure 1). These CSOs are still struggling to establish and execute their programmes and operations in the community. From the results, it is possible that these CSOs are still in the infant stage and are likely to suffer more from any social, political, or economic challenge such as the COVID-19 pandemic.

Existence of CSOs Surveyed in Cameroon (Years)

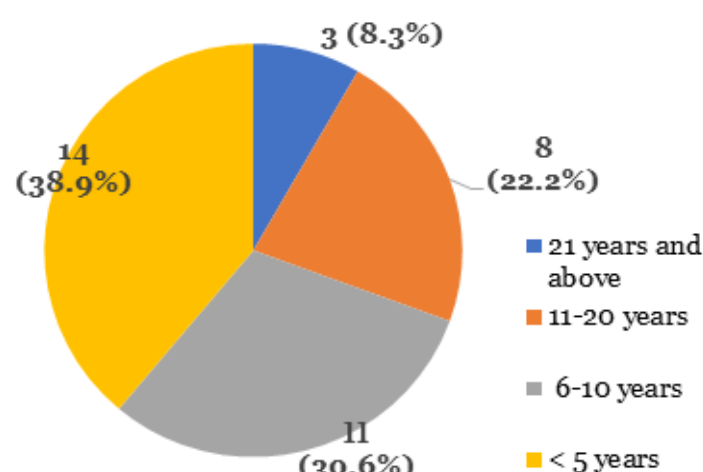
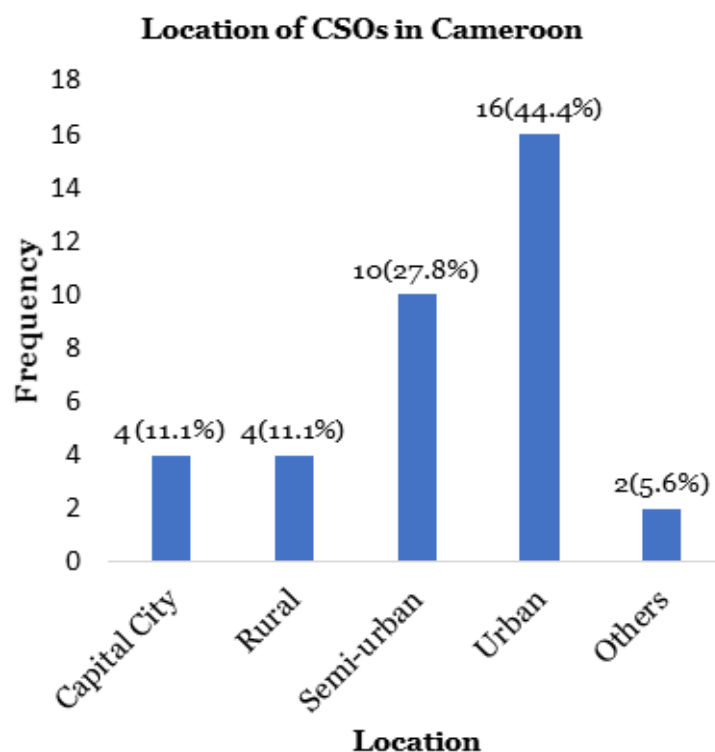


Figure 1: Existence of CSOs

Majority of the CSOs surveyed are located in the urban areas 16 (44.4%) as shown in figure 2. These CSOs are involved in activities within the domains of human rights, community development, health, water and sanitation, and human rights (table 2). From the survey, human rights, health, water, and sanitation constitute of the main domains in which CSOs' activities, programmes and operations are implemented. These activities are basic necessities which are mostly scarce in some parts of Cameroon. This causes majority of CSOs to move swiftly to address existing challenges.





**Figure 2:** Geographical location of sampled CSOs in Cameroon

Table 2: Main thematic areas of the CSOs

Thematic Areas	Frequency	Percentage
Agriculture and food security	3	8.3
Charity/humanitarian, education, health, human rights and justice, entrepreneurship and economic development	1	2.8
Community development	5	13.9
Democracy and governance	2	5.6
Education, human rights, democracy and good governance and youth and women's empowerment	1	2.8
Education, culture, health, indigenous minority, human rights	1	2.8
Education	2	5.6
Environment and wildlife	1	2.8
Health and water and sanitation	5	13.9
Human rights	14	38.9
Youth	1	2.8
<b>Total</b>	<b>36</b>	<b>100.0</b>

## 4.2 Impact of the COVID-19 on CSOs

### 4.2.1 Impact of the COVID-19 on the Operations and Programmes of CSOs

Analysis of the survey results indicate that COVID-19 has affected the operations and programmes of CSOs in Cameroon drastically. The results show that a majority of CSOs 30 (83.3%) had to close down their offices and this greatly affected 18 NGOs (60%) followed by 9 CBOs (30%). Those that were least affected include, social enterprise organisation (SEO) 1 (3.3), social movements (SM) 1 (3.3) and others. However, based on the under representation of these participants (SEO and SM) in our sample size, we cannot conclude that this has been the case for other SM and SEO that did not participate in the study. Furthermore, these CSOs are engaged in human rights, democracy and governance related issues whose activities have not been greatly affected by the pandemic. Interestingly faith-based organisations did not close their offices because of the pandemic.

In terms of their preparedness to work from home, the results indicate that only a few CSOs 11 (30.5) had a policy of working remotely which guided how team members could work from their homes as a means to curb the spread of the virus. The majority (45.5%) of organisations that were in possession of such a policy was NGOs. The pandemic equally made CSOs in Cameroon to implement a remote work policy. The results show that it was mainly NGOs (62.1%) and CBOs (27.6%) that implemented the policy of working from home.

In the same vein, in terms of organisation's preparedness for staff to work remotely amidst the COVID-19 pandemic, out of the total number of CSOs surveyed, 19 of them were not prepared for such a policy to be implemented with the majority being NGOs (57.9%). This is due to the fact that the outbreak of the pandemic and its consequences were unexpected. These organisations had no emergency preparedness plan, for example, they had no remote working policy. Some of the CSOs did not have adequate resources to accommodate costs associated with working from home. For example, some could not afford the costs of salaries for staff whose projects were cancelled; they could not provide data to all staff, all staff did not have personal laptops, among others. Also, some of the organisations did not have financial reserves to cover unplanned costs associated with mainstreaming COVID-19 preventive measures into

their activities. However, 13 CSOs, mainly NGOs and CBOs were somehow prepared for such a policy. This includes NGOs 7 (53.8%), CBOs 4 (30.8%). Nevertheless, only 2 CSOs were well prepared to implement this policy for their staff to work remotely amidst the pandemic.

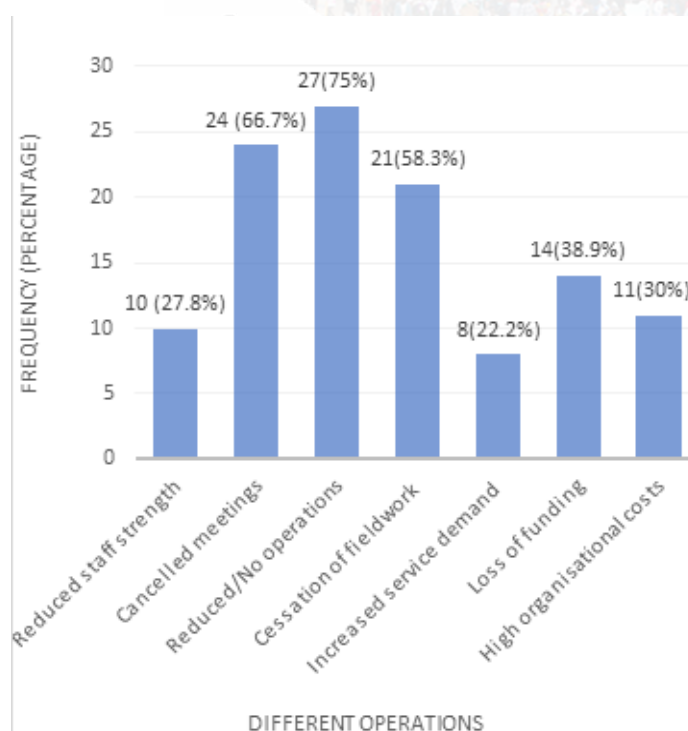
During the first 3 months of the pandemic, 10 CSOs (27.7%) were greatly hit in terms of staff reduction. Similarly, 24 CSOs cancelled their meetings, conferences and travels both nationally and internationally due to the pandemic as shown in figure 3. Out of this number, 13 NGOs were greatly affected followed by 9 CBOs with a total percentage of 54.2% and 37.5% respectively. Twenty-seven (27) CSOs reduced or completely cancelled their trainings, workshops and campaigns in the wake of the pandemic. However, only 1 SM (4.2%) and 1 other organisation (4.2%) cancelled trainings, meetings and travels both nationally and internationally. The pandemic caused some 21 CSOs not to be able to engage in community engagement activities as was the case prior the wake of COVID -19.

The survey results further indicate that a small section of the sampled CSOs (22.2%) reported that the pandemic had led their intended beneficiaries to increase their demand for some of their services to cope with the pandemic. For example, they were required to organise sensitisation campaigns to educate communities on COVID-19 preventive measures, they had to distribute personal protective equipment like face masks to vulnerable groups, install hand washing stations and provide basic necessities like food items, soap among other as a means to enable their beneficiaries to minimise the severe negative impact of the pandemic on their livelihood. During the FGDs, some CSO representatives said they had to seek for support from other institutions to be able to meet up with the demands for their services during the pandemic. This contributed in part to the extent to which organisations collaborated in their collective efforts to curb the effects of the pandemic on their beneficiaries.

Also, in terms of cost, 11 (30%) CSOs witnessed a sharp increase in their operating cost as they attempted to meet up with the growing demands imposed by the pandemic. As reported during the FGDs and IDIs they were obliged to attribute higher budgets to cater for communication costs and introduce new budget lines to purchase COVID-19 prevention kits for staff. Furthermore, 14

(38.9%) CSOs with the majority being CBOs reported that they lost a considerable amount of funding during the pandemic. This is because some of their donors stopped funding some of their activities while others changed their funding priorities as a result of the pandemic. This was captured by an interviewee who said:

*"We usually have funding from local sources. Every year we always receive funding from one of our major donors (National Oil Refinery, Cameroon) of about 1 Million FCFA. Unfortunately, due to the outbreak of COVID-19, the funding was terminated."*

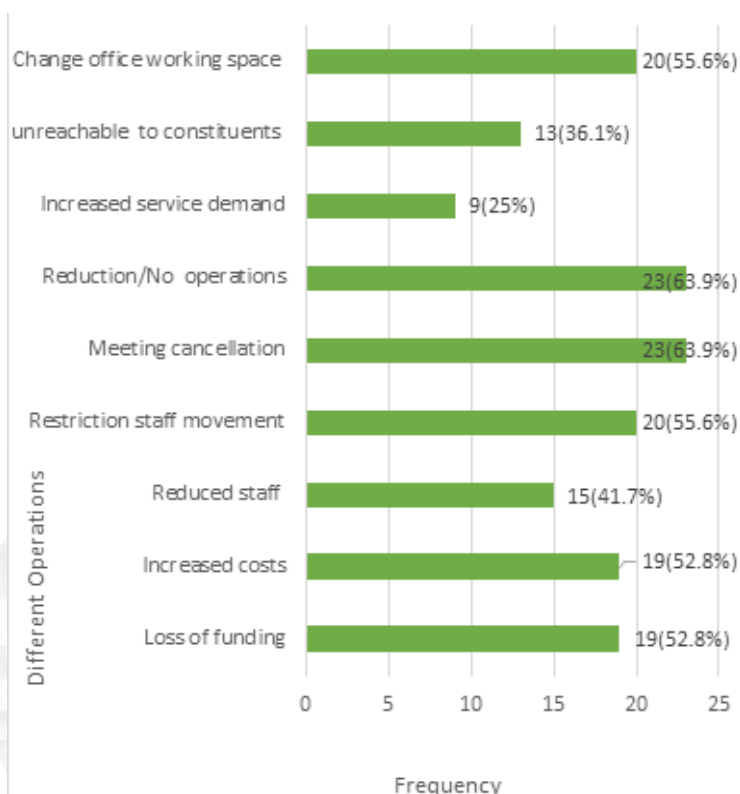


**Figure 3: Impact of COVID on CSOs' operations and programmes between 1- 3 Months**

From the responses provided, the results tend to show a marked difference and possible increase on the impact of the pandemic between the next 6 – 12 months (figure 4). One of such is the case of loss of funding. The results show a majority of CSOs (52.7%) are likely to suffer some loss in funding during this period. The greater burden of the loss of funding is being felt mainly by NGOs (57.9%) and CBOs (31.6%). Another effect of the pandemic relates to its effects on the staff capacity of CSOs. For instance, an analysis of the survey results revealed that 15 CSOs representing 41.6% of the sampled organisations are likely to reduce their staff capacity if the pandemic persists. Similar findings were reported in the focus group discussions as stated below:

*"We reduced the number of staff who came to the office and implemented a rotatory system among staff. This helped us not to have all staff in the office at the same time"*

In addition, 20 (55.6%) CSOs reported that they will restrict staff movements in the next 6-12 months. Twenty-three (23) CSOs also reported that they will cancel their meetings and travels both nationally and internationally. On another note, 23 CSOs will be involved in the cancellation or reduction of community operations. It was recorded that 12 (52.1%) NGOs will again be greatly affected than any other organisation and CBOs 10 (43.4%) will equally be affected by this decision. Nine (9) CSOs will also increase their demand for services. This will affect 5CBOs (55.5%) and 4 NGOs (45.5%). Thirteen (13) CSOs are unlikely to have the ability to reach out to their constituents on a daily basis the way they did before the outbreak of the pandemic. This will affect more CBOs 7 (53.8%) than NGOs 5 (38.5%) and SM 1 (7.7%). Finally, results reveal that 20 (55.6%) CSOs will change their modalities in terms of office working space. More NGOs 11 (55%) are likely to undergo these changes than CBOs 8 (40%).



**Figure 4:** Impact of COVID-19 on the operations of CSOs in the next 6-12 months

From the focus group discussions, participants explained that some CSOs did not completely shut down their offices during this period of the pandemic. According

to a respondent, their organisation did a rotational work schedule to avoid overcrowding in the office. They however, noted that in the next 6 to 12 months, they will be cutting down on expenses especially travel expenses while engaging more on communication with staff and funders. In addition, they will likely be engaging in more digital services while sourcing for more funds to promote programmes like e- learning. This was explained by an interviewee as follows:

*"In the next 6 months we will keep assessing the impact while looking for organisations where we can tap resources from and continue with our activities"*

Another added that:

*"We are and will continue respecting the preventive measures against COVID-19 like social distancing, wearing of facemasks and use of sanitisers. We have re-strategised and intensified some of the strategies to cope with the pandemic in the coming months by the use of digital platforms. Our main challenge is that the beneficiaries of our activities might be unable to benefit from these activities because of their inability to use the internet and other digital platforms"*

Similarly, another respondent noted with regret the effect the pandemic has had on their operations and programmes. To them, the organisation has suffered greatly especially given that they had to close their office due to limited space and to respect government's measures to curb the spread. They equally suspended some projects they were working on. Equally, they noticed during some of their community engagements that some Cameroonians they came in contact with do not believe in the existence of the pandemic. In the same vein, another participant had to incur some additional costs by mainstreaming COVID-19 into their activities. On one of such events, they had to provide face masks and install hand washing stations to participants as explained by a respondent:

*"In carrying out our environmental educational activities, we had to educate the population about COVID-19, gave them hand washing stations, facemasks which created an impact in the communities"*



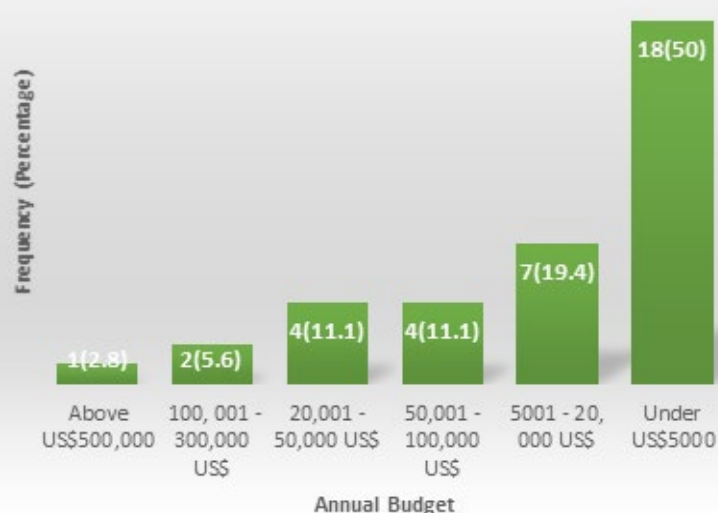
All of these came with extra cost that had not been budgeted for by the organisation. However, they noted that many of their partners were beginning to work with them to see how they can continue their activities even in the midst of the pandemic.

One of the greatest shocks reported by a CSO was that the organisation lacked the capacity to immediately adopt alternative ways of reaching out to their beneficiaries. Also, they cancelled most of their community engagement activities and closed their office temporarily. However, they have resorted to other platforms in reaching out to their target audience and also adopted new programmes like using different digital platforms to communicate with their audience. In the next 6 to 12 months, this CSO will finally open its office while respecting the measures put in place by the government to curb the spread of the pandemic.

#### 4.2.2 Impact of the COVID-19 on Funding, Domestic Resource Mobilisation and Sustainability

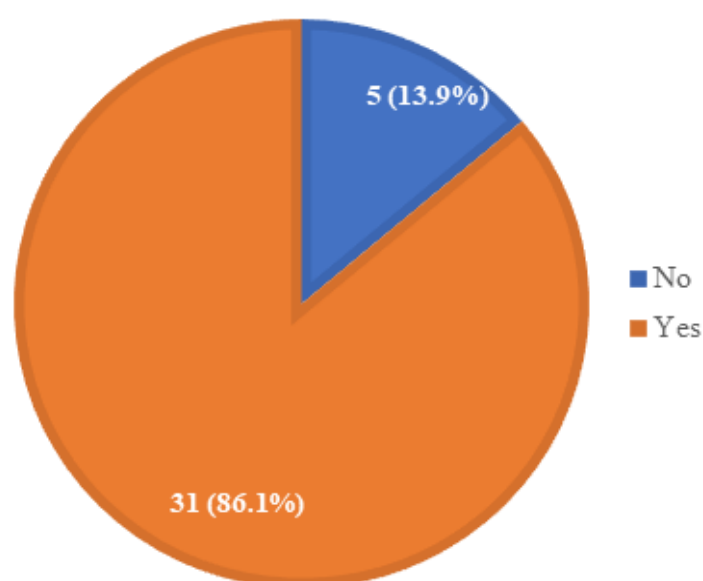
Half of the CSOs surveyed in Cameroon run their organisations on an annual budget of less than US\$ 5000 (see figure 5). Only one CSO is capable of running its programmes and activities on an annual budget greater than US\$ 500,000. Hence due to the small annual budget of these CSOs, majority 31 (86.1%) of them tend to depend on external funding to support their operations and programmes. **(See Figure 6).**

#### Current Annual Budget of your Organisation of CSOs in Cameroon



**Figure 5:** Annual budget of CSOs Surveyed in Cameroon

#### PERCENTAGE OF CSOs RECEIVING FUNDING AND GRANTS



**Figure 6:** Number of CSOs receiving funds and grants

Due to the COVID-19 pandemic, the funding activities of CSOs have been greatly affected. However, some CSOs think that the COVID-19 pandemic has given them more opportunities to seek for more funding. Majority of CSOs (47.2%) complained that the COVID-19 pandemic has reduced or delayed funding from donors while 14 (38.9%) reported that the pandemic has brought about funding restrictions and constraints as shown in table 3. Other CSOs reported that they are unable to carryout fundraising activities because most funding organisations have diverted their attention towards COVID-19 response measures and this has made it difficult for them to apply for funds that relate to agricultural activities. Majority of CSOs 17 (42.7%) reported that the pandemic will severely affect their activities in the next 3-6months.

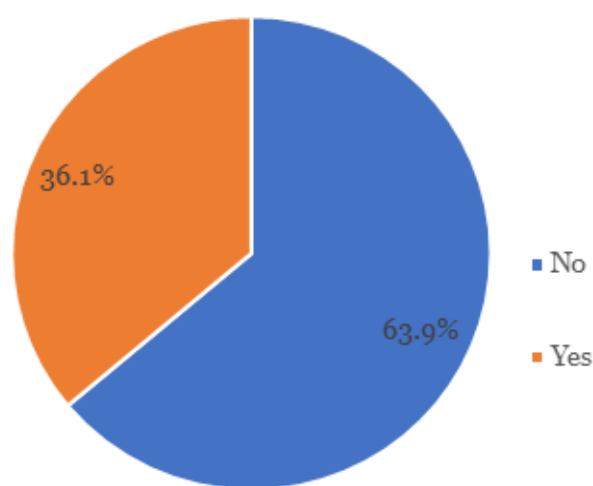
However, despite the impact of COVID-19 on organisational funding, very few CSOs 3 (8.3%) reported that the pandemic has provided an opportunity for the mobilisation of domestic/alternative resources. Some raised funds from the skills acquisition centre and the proceeds were used in supporting their organisational expenses. Some of them think that funding activities have not been greatly affected because the funders ask for COVID-19 measures in their application form for funds.

Table 3: Impact of COVID-19 pandemic CSOs funding

Factors	Frequency	Percentage
Delayed or reduced funding from donors	17	47.2
Funding restrictions and constraints	14	38.9
Increased funding allocations	2	5.6
Provided opportunities for mobilisation of domestic/ alternative resources	3	8.3
<b>Total</b>	<b>36</b>	<b>100</b>

Despite the tremendous impact of the pandemic on organisational funding, only 5 (13.9%) CSOs have adopted strategies to mitigate the impact of the pandemic on their funding activities for the next 6-12 months. In addition, only 13 (36.1%) CSOs have raised domestic funds contrary to 23 (63.9%) who have not raised any funds from their communities/countries to complement external donor funding as shown in figure 7. Some of the domestic funding are from individual donations, community volunteers, and private/corporate donations.

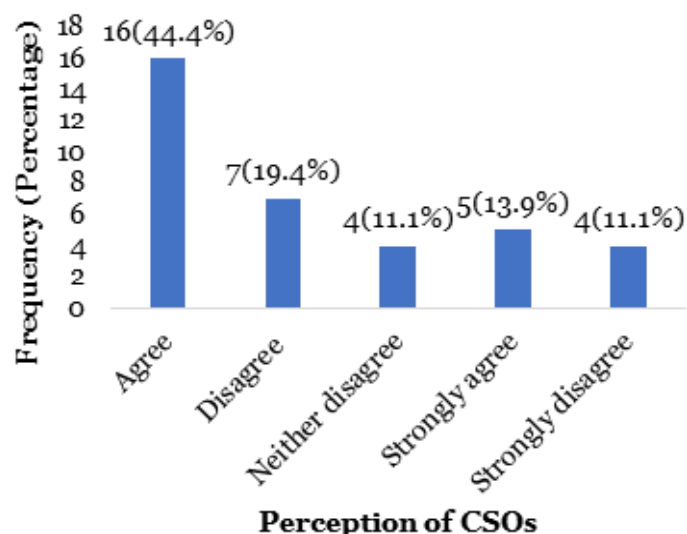
### Percentage CSOs that have Raised Domestic Funding



**Figure 7:** Number of CSOs who have raised domestic funds

Majority of the CSOs 16 (44.4%) especially the NGOs 11 (68.8%) believe that the mobilisation of domestic resources can mitigate the negative impact of the pandemic followed by CBOs 3 (18.8%). However, some CSOs strongly disagree 4 (11.1%) (See Figure 8).

### Perception of CSOs on the mobilisation of domestic resources



**Figure 8:** Perception of CSOs on the mobilisation of domestic resources in mitigating the negative impact of COVID-19 on the sustainability

Majority of the sampled CSOs in Cameroon, 20 (55.6%) can only sustain their operations for 3-6 months with the existing resources while some CSOs 9 (25%) can survive for only 1-3 months (table 4). This is because these CSOs relied mostly on external donors for funding who are not exempted from the devastating consequences of COVID-19 on their financial resources.

Table 4: Duration CSOs can sustain operations and programmes with existing resources

Duration (Months)	Frequency	Percentage
1-3	9	25
3-6	20	55.6
7-9	2	5.6
9-12	4	11.1
Above 12	1	2.8

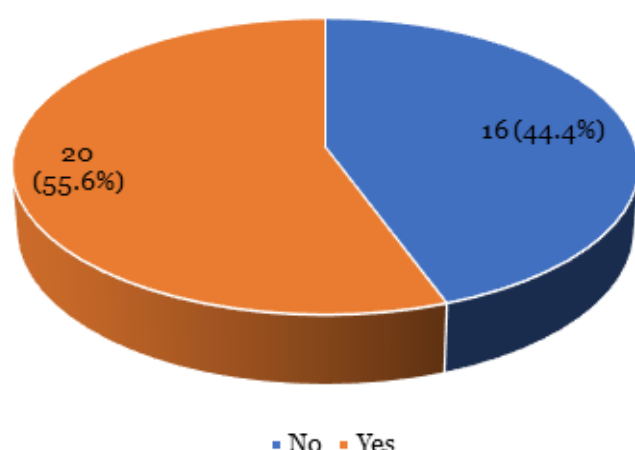
**4.2.3 Impact of the COVID-19 on CSOs'-donor relations**  
 COVID-19 has greatly affected the relationship between CSOs' donor relationships. Some donors have changed their priorities and stopped funding projects approved with CSOs. From the survey, more than 50% of respondents indicated that funders informed them of their change in priorities because of the pandemic as shown in figure 9.

Majority of the CSOs believe that donors will change their priorities after the pandemic and are very flexible (See Figure 10 and 11 respectively). As a CSO staff explains;

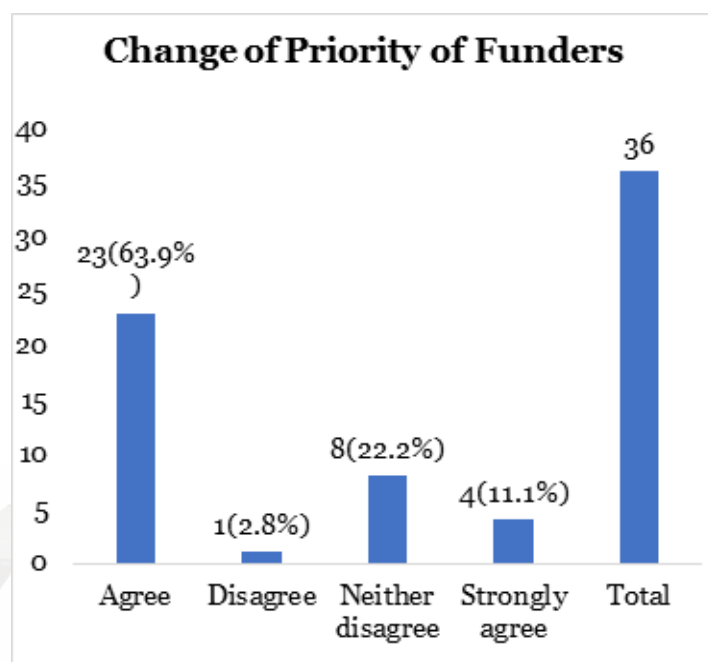


*"We had no budget line for COVID-19 but presently our donors are flexible and said they need the results and at the same time they need to protect each other. Because if everybody dies from COVID-19 the project will not be carried out"*

### Funders Communicated with CSOs regarding their Change of Priorities



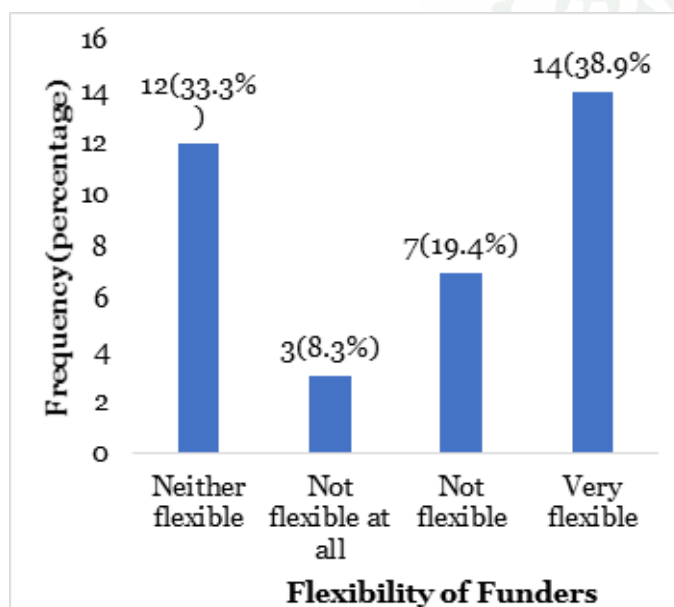
**Figure 9:** Communication between Funders and CSOs on Change in funding priorities



**Figure 10:** Perception of CSOs about funders changing their priorities

### 4.2.4 Impact of the COVID-19 on CSOs' role and relationship with stakeholders

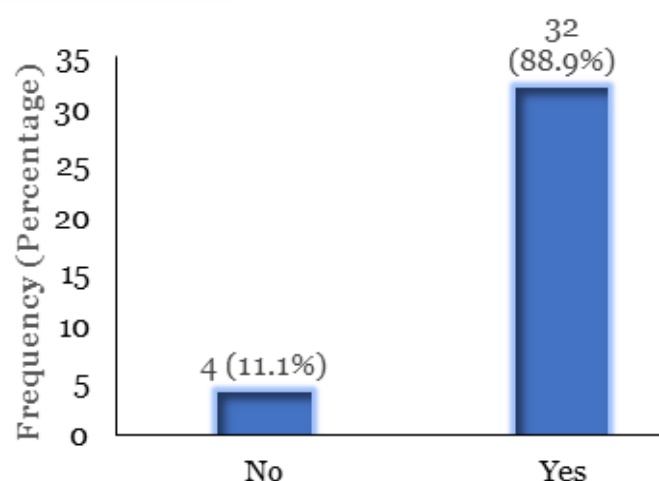
The sampled CSOs believed that if they work together, they can effectively fight the pandemic. 32 (88.9%) CSOs agreed that they worked with other CSOs (figure 12) in their efforts to curb the spread of the virus. Very few are involved in the distribution of facemasks and hand washing stations. Majority work with other CSOs to



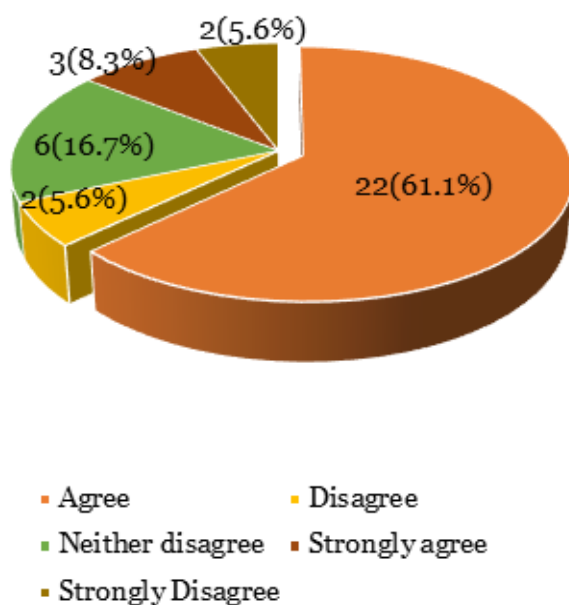
**Figure 11:** Flexibility of funders

implement activities and programmes in advocacy and community education, data gathering and information sharing, providing online capacity building (e.g., trainings and workshops), coordinating donations and support for the vulnerable in society.

Apart from working together with CSOs, some are investing their time in doing a range of activities that are geared towards helping the communities fight the pandemic. Some are involved in activities such as educating the public on the risk of COVID-19, providing online support, combating fake news, monitoring government's relief activities, engaging in humanitarian/relief activities, and undertaking fundraising activities. With all these activities in place, they believe that their activities are sustainable in fighting the pandemic. Majority of the CSOs 22 (61.1%) believe that their projects will be sustainable even after the pandemic. (See Figure 13).



**Figure 12:** Collaboration with other CSOs to fight COVID-19



**Figure 13:** Perception of CSOs on the sustainability of projects intended for beneficiaries

### 4.3 CSOs' Responses and Strategies to COVID-19 to ensure their Survival and Sustainability

#### 4.3.1 Strategies for Mitigating the Effects of COVID-19 on Operations and Programmes

Due to the COVID-19 pandemic, some CSOs had to completely close their offices and work remotely, some closed their offices partially while some didn't close their offices. This greatly affected the operations and programmes of CSOs. Some had to mitigate this by adopting policies of working remotely from other organisations while some had to reduce transportation cost from their budget lines and redirect the budget to communication between staff and also between donors. This was explained as follows:

"We didn't close down. We worked with other humanitarian organisations who already had existing policies of working remotely. We simply adapted this policy to our organisation".

Due to lockdown measures, communication with staff and funders became an important approach used by CSOs to continue delivering their operations and programmes. Some therefore had to liaise with communication institutions to help assist their operations and programmes as reported by some CSOs during the FGDs.

Another strategy employed by CSOs was to reduce the number of target beneficiaries while intensifying their strategies to reach out to the existing beneficiaries.

There was no emergency preparedness plan for the outbreak of COVID-19 among CSOs in Cameroon and therefore these organisations had to mitigate the effects of the pandemic by updating or revising their standard operating procedures, engage in-house capacity building on the use of digital technology, reduce number of staff while rotating staff attendance in the office as stated by a respondent:

"CSOs have to be innovative, creative and use digital technology in their operations and programmes. For example, many people have benefited from online trainings during this COVID-19 era. CSOs can offer this kind of services to sustain its activities CSOs need to collaborate among themselves without necessarily relying on heavy funding from outside".

Most importantly, CSOs had to adhere strictly to the preventive measures put in place by WHO and the Ministry of Public Health in Cameroon to ensure the safety of their staff and the smooth functioning of their field activities. Because the COVID-19 pandemic caused some CSOs to halt some of their projects, some decided to engage more in community enriching projects that will enable them continue their operations and programmes.

#### 4.3.2 Strategies for Mitigating the Effects of COVID-19 on Funding

During the outbreak of the pandemic, many donors tilted their priorities on projects that are related to COVID-19 while some donors stopped funding some of the projects. It was observed that CSOs in Cameroon did not relent their efforts in sourcing for funds. They tended to source for funds from donors that were interested in supporting COVID-19 activities. Raising domestic resources was also observed as a measure approach CSOs used to get funds for their operations and programmes. They decided to initiate for example income generating activities that will enable them to sustain their activities without relying on external donors and also invested in vocational trainings which permitted them to fundraise. As a respondent explained;

"Our sales were not high during the pandemic because people think that the honey products we sell must have been contaminated because they are often touched by many people. So, we had to add herbal product as part of the product we sell since the population preferred such products".





### 4.3.3 Strategies for Mitigating the Effects on Donor-Relations

Results from the focus group discussions revealed that some donors were not flexible with the approved budget prior to the pandemic in Cameroon. CSOs had to double their efforts to get into more donor solicitation and improve on their partnership ties. CSOs allocated more resources to make data available for their staff to stay engaged with donors. Also, some CSOs mainstreamed COVID-19 measures into activities where this was feasible while other CSOs resorted to implementing activities to step up measures to curb the spread of the COVID-19 virus among their target beneficiaries. These were done as a means of sustaining favourable relations with their donors.

### 4.3.4 Strategies for Mitigating the effects on CSOs' Role and Relationship with Stakeholders

To cope with the pandemic and continue the operations and programmes of organisations, some CSOs explained that they had to reduce support offered to beneficiaries and other stakeholders. Despite the suspension of some of the operations and programmes of CSOs as a result of the pandemic, some kept on reaching out to the beneficiaries by engaging in other activities that involved mitigating the spread of COVID-19. For example, an organisation surveyed trained honey cooperatives around Kilum-Ijim forest on leadership and management and also mainstreamed COVID-19 preventive measures in their trainings by providing facemasks and setting up hand washing stations for participants.

Another CSO has been involved in reducing the economic effects of the COVID-19 pandemic among internally displaced women from the Anglophone regions of Cameroon through the supply of food stuffs. In addition to these two organisations, other national and international organisations have joined the government in the fight against COVID-19 by providing financial resources. The effects posed by COVID-19 are tremendous and CSOs thought it will be wise to mitigate the effects of this pandemic by sustaining a collaborative and synergistic working environment with other CSOs.

### 4.3.5 Lessons Learnt from the Adaptation Strategies and Opportunities for CSOs

CSOs among other institutions were overwhelmed by the sudden and immediate impact of COVID-19 on their operations and programmes. However, CSOs mentioned that COVID-19 had come to stay and they need to survive in carrying out their activities and remain optimistic about the future. This pandemic has made CSOs to understand that it is important to be self-reliant rather than completely relying on external funds and donations, build up their capacity on the use of digital technology, and learn to collaborate with other CSOs and to be more creative and innovative in all projects. There is an important need to develop remote working policies and also put in place proactive measures such as making financial allocations for unforeseen eventualities (miscellaneous) in the budget lines to cater for unforeseen eventualities such as the COVID-19 pandemic which took everyone unaware.

### 4.4. CSOs' Perception on Challenges and Opportunities Amidst the COVID-19 Pandemic

The COVID-19 pandemic has come to stay and CSOs perceive that the challenges associated with coping with COVID-19 are enormous although there are opportunities to exploit amidst the pandemic. CSOs recognise that they must learn to live with the pandemic while observing the preventive measures. They also know that the pandemic has affected their activities and programmes, donor relations and relations with other stakeholders. As devastating as it is, CSOs believe that their programmes and operations will be affected in the post COVID-19 era, however, they are focused on the opportunities brought by the COVID-19 pandemic. CSOs will not survive if they continue to depend on external support. They believe the pandemic has brought about opportunities which they need to make use of by sharpening their soft skills to be resilient and support other CSOs. COVID-19 gave them the opportunity to redirect their energy to other ways of impacting the Cameroonian society especially through sensitisation campaigns against the pandemic by targeting internally displaced persons and other vulnerable groups.



## 5.0 CONCLUSION AND RECOMMENDATIONS







### 5.1 Summary of the Key Research Findings

The findings from this study indicate that the COVID-19 pandemic has affected the operations and programmes of CSOs in Cameroon drastically. The survey results showed that majority of CSOs (83.3%) had to close down their offices. Among these, NGOs 18 (60%) were the most that were greatly affected followed by CBOs 9 (30%). Given the abrupt nature of the incidence of the pandemic, only a few CSOs 11 (30.6%) had a policy of working remotely which permitted all or some of their staff to work from their homes. This policy gave CSOs a strategy to continue with their operations and programmes. In terms of organisation's preparedness to staff working remotely amidst the COVID -19 pandemic, out of the total 36 CSOs surveyed, 19 of them representing 52.7% were not prepared for such a policy to be implemented. Overall, it was observed that CSOs were taken by surprise by this pandemic and implemented non pre-existing policies and strategies to cope with the pandemic.

The survey results showed a marked difference and possible increase on the impact of the pandemic between the next 6 – 12 months. One of such is the case of loss of funding. The results suggest an increase in the number of CSOs that are likely to suffer loss in funding during this period. This is very devastating given that the available data shows that half of the CSOs surveyed in Cameroon run their organisation on an annual budget of less than US\$ 5000. However, despite the impact of COVID-19 on organisational funding, very few CSOs 3 (8.3%) reported that the pandemic has provided an opportunity for the mobilisation of domestic/alternative resources. COVID-19 has affected all economies around the world and consequently affected the funding for some their projects by international donors. Therefore, COVID-19 has raised the urgency and need for CSOs to mobilise their own resources rather than relying on funders.

The study findings further suggest that COVID-19 has greatly affected the relationship between CSOs and donors. For instance, some donors have changed their priorities and stopped funding projects they contracted with some CSOs. It was also reported by some CSOs' representatives that if they work in solidarity and collaboration, they could effectively fight the pandemic and ensure the sustainability of their operations and programmes despite the impact of the pandemic. For this reason, the results show that thirty-two (88.9%) CSOs reported that they worked with other CSOs while some are involved in COVID-19 related activities. Other strategies used by CSOs in mitigating the effects of the pandemic include the cutting down on their transport expenses and administrative cost. They are more focused on communication cost, involved in in-house capacity building and soliciting for funds from donors that are interested in supporting COVID-19 related activities, and also sourcing for funds from domestic activities.

The impact of the COVID-19 pandemic is dire and it has affected CSOs in Cameroon. This can worsen if left unattended to and a good number of CSOs can close down or terminate their operations and programmes. Consequently, this might cut off the social benefits enjoyed by their target audience and the developmental and humanitarian support offered to the country.



## 5.2 Implications of the Research Findings for Policy and Practice

From the findings of this study, it is obvious that the COVID-19 pandemic has not only affected the health care setting but the civil society sector as well. COVID-19 has proven that the complete reliance on external donors is not the best for the survival of their organisations. There is therefore the need for CSOs to work in collaboration with other CSOs. This also calls on the government to support the activities and work together with CSOs in the country. The pandemic boosted CSOs' reliance on virtual meetings and remote activities to achieve their objectives. Digital technology has proven to be indispensable as a result of the pandemic. It is therefore important for CSOs to improve on their skills on the digital training technology to foster their operations and programmes. The society is moving fast into the digital world and therefore the government of Cameroon needs to move at this pace with policies that will favour the installation of optic fibres with good band width for better internet connectivity for its users.

## 5.3 CSOs' View on Support Needed from Donors (Bilateral and Multilateral), National Governments, INGOs, Corporate Organisations and Peer CSOs

The COVID-19 pandemic came as a shock and it has drastically affected the operations and programmes of CSOs. These organisations had to strategize to cope with the negative impacts of the pandemic. Despite the measures put in place, these CSOs still need support from

donors, government, international non-governmental organisations (INGOs), corporate organisations and peer CSOs to overcome the impact of the pandemic.

### From INGOs, CSO cited the fact that they needed the following support:

- **Knowledge sharing** on best practices through training on how CSOs elsewhere are surviving amidst this pandemic.
- Funds to support their financial and material resources. Increase funding for grassroots organisation
- **Re-launch programmes** which were suspended due to lack of funding caused by COVID-19.
- INGOs should support CSOs on **business plan development** and on resource mobilisation initiatives.
- **Capacity building** especially in working remotely, engagement of CSOs in crises management and institution of legal frameworks.
- Place a **convenient operating grant** at the disposal of CSOs. This grant should be made available so that the CSOs can easily have access to them. Such grants should be flexible with funding modalities and or conditions.



## From the government:

- Establish a clear procedure for **obtaining administrative documents**. Support the work of CSOs through good policies.
- By being less corrupt while **permitting local organisations to carry out their mission** and also funding and supporting the mission of CSOs
- Offer personnel **protective equipment**.
- Provide **technical support and funding to CSOs**. The government can exempt CSOs from taxes for businesses and provide other technical and financial support.
- Provide **CSOs with timely data** on the evolution of COVID-19 and other diseases in the country.
- Also, government could **improve on existing telecommunication** services to facilitate their work.
- Provision of funding opportunities for development projects with focus on youths.
- Provide an **enabling environment legally and politically for CSOs** to function, partner and collaborate with local organisations, provide security for local organisations working in the field.

## From Peer CSOs

- They need **training and consultancy services** from other CSOs.
- Material **resources on trauma and readjustment** at work.
- Offering **strategies to employ during a pandemic** and how to manage their teams during the pandemic.
- **Capacity building support** virtual collaborations, resource mobilisation and funding for project implementation.

- Create a **network which could link them up to potential donors** or lobby for financial support which will promote their organisation's efforts.
- Provide opportunities for peer organisations to have access to **humanitarian assistance**.

## From Academia:

- Provide **empirical evidence on the achievement** of CSOs and engage in open discussion forums where key persons are called upon from organisations with practical hands on experience to be part of academic discussion.
- They should **adopt a needs-based curriculum** and offer professional courses especially on humanitarian action and social work.
- Develop **research papers and articles on COVID-19** and its preventive measures.
- Make **research findings more available to civil society actors** and knowledge sharing with communities.
- Research and **capacity building on doing business** differently
- Promote **collaboration with civil society actors** especially in the domain of research.
- **Collaborate** with policy makers and development partners.
- Provide **concrete evidence to support grassroots** advocacy efforts.

## REFERENCES

AfricanNGO, & EPIC-Africa. (2020). The Impact of COVID-19 on African Civil Society Organizations: Challenges, Responses and Opportunities. Dakar, Senegal: @AfricanNGOs and EPIC-Africa.

Amindeh, B. A. (2020, July 24). COVID-19: Cameroon adopts 3T strategy but emergency fund remains cloudy. Retrieved from: <https://gga.org/COVID-19-cameroon-adopts-3t-strategy-but-emergency-fund-remains-cloudy/>. Accessed on 19th August 2020

Ammassari, S. (2020). Dealing with COVID-19 in Cameroon. Retrieved from: [https://www.unaids.org/en/resources/presscentre/featurestories/2020/may/20200511\\_COVID19-cameroon](https://www.unaids.org/en/resources/presscentre/featurestories/2020/may/20200511_COVID19-cameroon). Accessed on 15th June 2020

Balkan Civil Society Development Network (May 2020). COVID-19: The effects to and the impact of Civil Society in the Balkan Region.

Brechenmacher, S., Carothers, T., & Youngs, R. (2020, April). Civil Society and the Coronavirus: Dynamism Despite Disruption. Retrieved from Carnegie Endowment for International Peace: [https://carnegieendowment.org/files/Brechenmacher\\_Carothers\\_Youngs\\_Civil\\_Society.pdf](https://carnegieendowment.org/files/Brechenmacher_Carothers_Youngs_Civil_Society.pdf). accessed on 30th June 2020

Business in Cameroon. (2020) Cameroon creates a solidarity fund to fight Covid-19. Retrieved from: <https://www.businessincameroon.com/economy/0304-10163-cameroon-creates-a-solidarity-fund-to-fight-covid-19>. Accessed on 27th November 2020.

CHRDA. (2020a). CHRDA partners to combat the spread of COVID-19 with Integrated Health Centre Great Soppo and Grassroots CSOs in Cameroon. Retrieved from: <https://www.chrda.org/chrda-partners-to-combat-the-spread-of-COVID-19-with-integrated-health-centre-great-soppo-and-grassroots-csos-in-cameroon/>. Accessed on 30th June 2020

CHRDA. (2020b). CHRDA distributes reusable Facemasks in BAKINGILI village-Idenau subdivision, Southwest Region Cameroon. Retrieved from: <https://www.chrda.org/chrda-distributes-reusable-facemasks-in-bakingili-village-idenau-subdivision-southwest-region-cameroon/>. Accessed on 30th June 2020

Commonwealth of Nations. (2020). Find Civil Society expertise in Cameroon. Retrieved from: <http://www.commonwealthofnations.org/sectors-cameroon/civil-society/>. Accessed on 15th June 2020

DailyNews. (2020). Suivie Cameroun-Survival Cameroon : Penda Ekoka convoqué par la police judiciaire. Retrieved from DailyNewsCameroon.com: <https://www.dailynewscameroon.com/suivie-cameroun-survival-cameroon-penda-ekoka-convoque-par-la-police-judiciaire/>. Accessed on 15th June 2020

Epic Africa Creating Agency and @AfricaNGOs (June 2020). The impact of COVID-19 on African civil society organizations: Challenges, Responses and Opportunities. Forge, J. W. (2006). Building a Vibrant State Civil Society in Cameroon Facing the Changes of the New Millenium. Itinéraires de "déflatés" au Cameroun.

hofna. (2020). Hope for the Needy Association (hofna) Cameroon. Retrieved from [https://www.facebook.com/hofnacam/?\\_rdc=1&\\_rdr](https://www.facebook.com/hofnacam/?_rdc=1&_rdr). Accessed on 15th June 2020

JournalduCameroun. (2020, April 29). Cameroon:Persons with disabilities receive donations to fight COVID-19. Retrieved from: <https://www.journalducameroun.com/en/cameroonpersons-with-disabilities-receive-donations-to-fight-COVID-19/>. Accessed on 15th June 2020

LINC. (2020). How Civil Society Organizations in the Global South are Impacted by COVID-19. 810 7th St. NE, Washington, DC 20002: www.linclocal.org. Accessed on 4th July 2020

Loh, C. (2020). North-West: Vulnerable Women Trained to Confront COVID-19. Retrieved from: <https://www.cameroon-tribune.cm/article.html/33324/fr.html/north-west-vulnerable-women-trained>. Accessed on 20th June 2020

Nairametrics. (2020). Cameroon: Dangote Cement Supports Fight Against COVID-19. Retrieved from: <https://nairametrics.com/2020/05/11/cameroon-dangote-cement-supports-fight-against-COVID-19/>. Accessed on 20th June 2020



Obonyo, R. (2020). Youth key in fight against coronavirus. Retrieved from: <https://blogs.worldbank.org/youth-transforming-africa/youth-key-fight-against-coronavirus>. Accessed on 15th June 2020

OCHA. (2020, June 1). CAMEROON: COVID 19 Emergency - Situation Report No. 02. Retrieved from: [https://reliefweb.int/sites/reliefweb.int/files/resources/ocha\\_cameroon\\_COVID-19\\_situation\\_report\\_ndeg002\\_as\\_of\\_01\\_june\\_2020.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/ocha_cameroon_COVID-19_situation_report_ndeg002_as_of_01_june_2020.pdf). Accessed on 15th June 2020

PMO. (2020). Government response strategy to the coronavirus pandemic (COVID-19) - special statement by the prime minister, head of government. Retrieved from: <https://www.spm.gov.cm/site/?q=en/content/government-response-strategy-coronavirus-pandemic-COVID-19>. Accessed on 15th June 2020

Proshare., 2020. COVID-19: Presidential Task Force Issues Statement; FEC Meetings Suspended Until Further Notice. Retrieved from <https://www.proshareng.com/news/Health/Presidential-Task-Force-Issues-Statement-On-Development-Around-COVID-19-In-Nigeria/50040>. Accessed on 10th November 2020

Salamon, L. M., Sokolowski, S. W., & Haddock, M. A. (2017). Explaining civil society development: A social origins approach. Baltimore: John Hopkins University Press.

Statista.com. (2020). Number of novel coronavirus (COVID-19) deaths worldwide as of August 31, 2020, by country. Retrieved from STATISTA.COM: <https://www.statista.com/statistics/1093256/novel-coronavirus-2019ncov-deaths-worldwide-by-country/>. Accessed on 26th June 2020

TimesNews2. (2020). COVID-19: Sisterspeak 237 Gives A Push In The Fight. Retrieved from: <http://timesnews2.info/COVID-19-sisterspeak-237-gives-a-push-in-the-fight/>. Accessed on 25th June 2020

UNICEF., 2020. Cameroon: COVID-19 Situation Report #13 (13 June – 25 June 2020). Retrieved from <https://reliefweb.int/report/cameroon/cameroon-covid-19-situation-report-13-13-june-25-june-2020>. Accessed on 10th November 2020

UN-Women. (2020, May). Rapid Assessment: Impact of COVID-19 on Women's Civil Society Organizations. Retrieved from: [https://reliefweb.int/sites/reliefweb.int/files/resources/cso%20survey%20brief\\_24%20june%202020.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/cso%20survey%20brief_24%20june%202020.pdf). Accessed on 30th June 2020

ValueHealthAfrica. (2020). COVID-19 Respond. Retrieved from: <http://www.valuehealthafrica.org/projects?project=COVID-respond-project-24514k>. Accessed on 15th June 2020

Worldometer Cameroon. Retrieved from <https://www.worldometers.info/coronavirus/country/cameroon/>. Accessed on 10th November 2020.

Zilincikova M. (2020). The effect of the Pandemic on the Civil Society in MOSO countries.



WACSI



WACSI



WACSI



@wacsi